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SCIENTIFIC PAPERS

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COMPARISON OF COMPETITIVENESS OF CZECH AND FOREIGN WINE REGIONS CONSIDERING THE PRICE AND QUALITY OF WINE

Abstract: *This study focuses on an examination of the competitiveness of Czech wine regions in comparison with foreign regions considering specific products, namely wines from these regions, their prices and quality. The data set consists of 1222 evaluated domestic and foreign wines. Based on normality data test a non-parametric method of Kruskal-Wallis test was designed followed by multiple comparisons for examining differences of price and quality of wines measured on 100-point quality scale. The difference in price and quality among wines from Czech wine regions and wines from foreign wine regions proved to be statistically significant. While comparing the competitiveness of the wine regions, it is necessary to use different approach for wines from Znojemsko, Velkopavlovicko and Mikulovsko when compared with wines from Slovácko. Slovácko is the most competitive Czech wine region because of high quality of wines together with very low price level. However, Slovácko was not able to compete Spanish Rioja, French Languedoc, some Slovak, Chilean and Argentinian regions in quality even though the price level was the same. In general, higher price of wine does not always mean higher quality, but it varies depending on the wine region. On that basis, the concept of terroir cannot be excluded, thus it is possible to coincide with the use of the concept of institutional quality for wines. When searching for the explanation of higher quality of wines from certain regions, the theory of learning regions or theory using impact of social construction on wine tasters can be used.*

Key words: *quantitative research, sensory evaluation, social construction of quality, terroir, trust of a consumer*

JEL Classification: *R19, Q13, L66*

Věra Levičková, Eva Mičková

EMPLOYEES' BENEFITS AND THEIR CONTRIBUTIONS TO BOTH EMPLOYERS AND EMPLOYEES

***Abstract:** Employees are a source of income for their company. Employees look for work according to various criteria – whether they are enough professionally prepared and whether they will be remunerated sufficiently. Unlike in the past they are no more satisfied only with suitable working conditions, they require something extra. Some employees prefer a nice view from the office window, others an easy access to their working place. Their decisions are influenced by company perks – a car, non-limited phone tariffs, social benefits, health insurance, extra holiday. A standard motivational tool is a provision of catering on the company premises or in a form of meal tickets. To obtain something extra equals a basic salary offer. Modern HR management does not deal only with spotting a suitable employee, they have to offer something extra that will highly motivate employees and their performance for the company. The following paper presents motivational tools and impact on their implementation in favour of employers, as well as employees. It focuses on the issues of employees' benefits.*

***Key words:** employees' benefits, motivation, tax savings, meal tickets*

***JEL Classification:** G28, K2*

Marek Merhaut, Karel Chadt, Eva Mičková, Dagmar Lánská

MANAGERIAL COMPETENCIES AS AN INTEGRAL PART OF CORPORATE CULTURE OF HOTEL MANAGEMENT OF FRONT OFFICE

***Abstract:** Front Office plays a critical part in Tourism and Hospitality Industry. This is because of the fact that the front office is the first and last point which interacts with the client. Front office called so because they are situated at the front near the entrance of the hotels. Any information related to the customer can be obtained from the front office of the hotel [28]. The front desk can assist in giving help to the customers and direct to the correct person for solving the complaints. Managers play important roles as they plan, organize, manage and control all business activities. Good managers ensure the efficient work of their employees, meeting the company's goals and providing quality customer service. Enhancing knowledge about managerial competencies and attributes is important to a tourism and hotel industry professional. Knowledge of the necessary managerial competencies is also useful for modifying existing, and proposing new educational programs aimed at*

professionals in the field of hotel management [29]. The question is what manager is "good". What characteristics, personal features, work experience, and knowledge they must have. It is assumed that the knowledge and development of managerial competencies contributes to increasing the company's key personnel performance and, finally, to increasing the overall productivity of the company. With knowledge of managerial competencies, the company will take on the right staff to appropriate positions, will optimize the career and personal growth of employee and improve the employee assessment system.

Key words: Management, Competence, Hotel Industry, Human Resource Development, Corporate Culture, Front Office

JEL Classification: J53, Y32

INFORMATION PAPERS

Soteris Kefalas

QUALITY SERVICE IN THE HOSPITALITY INDUSTRY: ACHIEVING EFFECTIVE SERVICE PROCESSES AND DESIGNS

Abstract: In today's hotel industry, customer service quality is an important determinant of a successful business. For the hospitality industry, the role of service is of central importance as service quality has a direct impact on levels of customer satisfaction, which in turn inevitably translates to matching levels of profitability. One major barrier to standardizing services in the hospitality industry is that quality of service is always directly proportional to the level of experience and skills of the server. Moreover, as experiences are always subjective and differ from one person to other, it is not possible to authentically standardize them. However, certain service processes can be adopted in order to satisfy customers' needs and wants. This paper examines the most common factors needed to achieving effective service processes and designs, including types of service transactions such as electronic-mechanical transactions, indirect personal transactions and face-to-face transactions. The paper identifies intangible aspects of service quality and examines the importance of inseparability, variability and perishability, as well as the time gap between demand and supply of service. To further aid in attaining effective customer service, important service processes and their strengths and weaknesses can be identified and designed using Service blueprints. Finally, Total Quality Management (TQM) is discussed as another structured approach for managing organizational services and improving the quality of services or products.

Key words: Hospitality Industry, Quality Service, Service Blueprints Total Quality Management

JEL Classification: Z3, Z32

Daniel Lajčín, Gabriela Gabrhelová, Ferdinand Korn

MANAGER AND MATERIAL LEGAL STATE

***Abstract:** Choosing people to managerial position is one of the most important activities we are currently experiencing, "Ecology", "social", "market" and "competitiveness" are enshrined in the constitutional text as *conditio sine qua non* (necessary condition) for each activity of a person in management position, both in the direction of the organization in which he operates and in correlation with other entities located in the relevant economic area.*

***Key words:** Emotional intelligence, Manager, Law, Social Intelligence*

JEL Classification: K38, M12, Z13

Aleš Zpěvák, Jan Žufan

EMPLOYEES ASSESSMENT AND LABOUR-LAW ASPECTS OF THE CZECH LEGAL REGULATIONS – APPLICATION IN HOSPITALITY

***Abstract:** One of the most important parts of human resources management is represented by employee's assessment. On the present this is considered to be a fundamental task of all employers and their executive officers. The assessment is an instrument towards summarizing and documentation of employee's performance during the period when work is performed. It is an instrument of leadership, motivation and an impulse for development of all employees. It is also considered to be an instrument of mutual communication between managers and particular employees. The aim of the presented article is to overlook methods of assessment with regard to the labour-law regulations concerning picked issues in the Czech law. Exercising the methods is illustrated on results of this research in the sphere of hospitality.*

In the first part of the article, the authors especially deal with the matters of legal embodiment of employees assessment. In accordance with actual legislative the authors point out the fact that employers are obliged to assess their employees on regular basis and provide them with a feedback which should help employees adapt

their work performance and behaviour to employers' requirements and needs. The forms and methods of the assessment have to be rational, standardized and non-discriminatory, the assessment should embody planned and systematic signs.

The second part of the article summarizes the results of the research which was realized at 114 employers in the sphere of CZ – NACE II – Accomodation, boarding and hospitality in Prague and Central Bohemia in years 2007 – 2016. The results indicate that systematic employees assessment is carried out only by 60 of them (52,6 %). The most frequent method of employees assessment is represented by assessing interview carried out by a direct superior (76 % of employers), another significant role is represented also by clients' assessment (23 %). In one third of businesses there is self-assessment used as well.

Key words: *Human resources management, employees assessment, motivation, remuneration, Labour Code, hospitality management*

JEL Classification: *J21, K 31, M12*